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ABSTRACT

To learn more about the characteristics of daily newspaper managers, a mail survey of 558 top managers at 197 newspapers was conducted. To add to the information about the relatively small number of women newspaper managers, a telephone survey of 74 women managers at 67 newspapers was also undertaken. An analysis of their responses led to the following conclusions and observations: approximately 2.4% of the top-level managers in the daily press are women; the typical top-level manager is white, protestant, in his late forties, married with at least one child, and has a college degree; both men and and women were equally satisfied with their jobs; women received lower salaries than men, regardless of the size of their newspapers or their jobs; few women were members of any media-related women's organization; in the newspapers which offer management training programs, 80% of the trainees were males and 96% were white. (FL)

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Committee on the Status of Women

Men and Women in Daily Newspaper Management: Their Characteristics and Advice to Future Managers

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ABSTRACT

In order to learn more about the men and women who work as managers in all phases of the daily newspaper business, a mail survey of the top managers at 433 newspapers was conducted. A telephone survey of women corporate and top-and middle-level managers was also conducted to add to the information about the relatively small number of women newspaper managers. An analysis of the information gathered from the Editor & Publishers International Year Book, 1976, from mail questionnaires completed by 558 top managers at 197 U.S. daily newspapers and from telephone interviews with 74 women managers at 67 U.S. daily newspapers led to these major conclusions and observations:

(1) All daily newspapers, regardless of circulation size, employ about one woman manager per newspaper, on the average; and only about 2.4% of the top-level managers in the daily press are women. Such figures clearly indicate that women are underrepresented in managerial positions on U.S. daily newspapers.

(2) There are some interesting differences in the personal characteristics of the men and women daily newspaper managers in our surveys. For example, the men managers were about five years older than the women managers; a larger percentage of men managers than women managers were married; a larger percentage of men than women managers had children; women managers were more likely than their male counterparts to have parents who were also managers; and the women were more likely to be Democrats, the men Republicans.

(3) The composite picture of the typical top-level manager that emerges from our mail survey is that of a white, Protestant, married man in his late 40's with at least one child and a college degree.

(4) There are few striking differences in job-related items for the men and women daily newspaper managers responding to our surveys.

(5) Both men and women in our mail survey, on the average, were equally satisfied with their jobs overall and with various aspects of their jobs, including pay.

(6) In spite of being as satisfied with their pay as men are, women responding to the mail survey received substantially lower salaries than men respondents, regardless of the size of the newspaper they worked for or their particular job area.

(7) Few of the women in the surveys were members of Women in Communications, Inc., or any other media-related women's organizations.

(8) Included in the advice given to those who aspire to newspaper management jobs were the following recommendations: They should obtain a college education which includes practical courses in business and journalism; develop personality traits or skills that will enable them to move up--such traits or skills as getting along with others and taking risks; and continue learning by taking advantage of on-the-job training programs and by acquainting themselves with all aspects of the newspaper business.

(9) In the newspapers which offer management training programs, 80% of those persons identified as management trainees were males, and 96% were white. If the present group of persons in training are to be the managers of tomorrow, the distribution of managers by race and sex will not change much from what it is today.

(10) The results of the mail survey should not be generalized to all top-level newspaper managers because the response rate (about 22%), while not unusual for this type of survey, is too low for reliable conclusions about the universe of managers of daily newspapers.

The results of the telephone survey should be generalized only with extreme caution because of the small sample size and response rate (about 53%).

Although it is commonly believed that most of the publishers of U.S. daily newspapers are white males who have Republican political leanings, there has been little systematic inquiry regarding the characteristics of top U.S. newspaper managers. Johnstone et al. pointed out in their study of working journalists in the United States that mass media research has been especially lacking in the areas "which treat the news media as complex organizations and their functionaries as representatives of an occupational group." (p. 1, 1976) It is important to look at journalists as an occupational group in order to learn more about how they compare to other occupational groups in job requirements, on-the-job responsibilities and training required of persons entering the field. The Johnstone study is the first comprehensive sociological description of American journalists. However, the focus of their research is on news-editorial personnel and does not include a description of those who work on the business side of the media.

The Communications Research Center at Syracuse University surveyed the members of the International Association of Business Communicators. (In press) This study provided a profile of the typical IABC member. A study of the editors and publishers of U.S. weekly newspapers includes a description of the men and women who manage those publications. (Holly, 1978) However, no comparable description of daily newspaper managers and their job responsibilities has ever been reported. In fact, newspapers managers themselves have said that most managers know little about the job of management until they are promoted into management positions.[1]

Methodology

In order to learn more about the men and women who work as managers in all phases of the daily newspaper business, a mail survey of the top managers at 433 newspapers was conducted. A telephone survey of women corporate and top- and

middle-level managers was also conducted to add to the information about the relatively small number of women newspaper managers. The purposes of the research were:

1) To gather information about the top managers in daily newspapers, including information on their educational backgrounds and training for management positions and a description of their personal characteristics and other job-related information.

2) To determine the number and distribution of women in newspaper management as well as to compare women managers with men managers on the bases cited above in 1.

3) To obtain the recommendations of top managers on how young persons might train themselves for newspaper management positions.

A top-level manager was defined as a person who directed a major department in the newspaper or the entire newspaper. (Some of these persons were also part of the corporate structure, although this was not a requirement for a top-level manager in this study.)

Questionnaires were mailed to the publisher or general manager, editor, advertising manager, circulation manager, production manager and the personnel or promotion manager. In the event that a newspaper did not have all of these management positions, questionnaires were sent only to those it did have.

The sample was drawn by dividing all U.S. daily newspapers listed in the Editor & Publisher International Year Book, 1976, into four circulation categories and by drawing nearly equal numbers of newspapers at random from each group. In this way representation for different size newspapers was insured. The questionnaires were mailed in a packet to the publishers or general managers of the newspapers with letters asking their cooperation in distributing the survey to their top managers. One or more questionnaires were returned from

197 of the newspapers--a 45.5% response rate by paper. (See Table 1)

Forty-seven publishers (9% of the sample) returned the questionnaires unanswered or wrote letters refusing to allow their management to participate in the survey. Although some of the letters referred to the number of requests received for completing questionnaires and the time constraint in their organizations, more of the publishers said that their newspapers maintained a policy of non-participation in surveys or that the information requested was too personal or was irrelevant to their operations. The research team noted these negative responses with great disappointment. It was hoped that newspaper owners and managers, whose business depends so heavily on the cooperation of others for information, would be willing to respond to the survey. It is in part because of such non-participation policies that so little is known about newspaper management and that individuals entering management often do so blindly.

Although one of the purposes of the study was to obtain information about the status of women managers in the profession and compare that to the status of their male counterparts, we did not mention either in the cover letter or in the questionnaire that we were interested in women managers in particular. We felt that we would obtain more accurate information about the group of women managers and some of the attitudes toward the hiring and promotion of women managers if we did not explicitly reveal our purpose. Because of the indirect methods used, some questions could not be asked of the respondents.

Responses to the questionnaire were distributed relatively evenly across job categories. (See Table 2) Questionnaires were completed and returned by 27 of the 60 women in the sample (45%) and 531 of the 2,405 men in the sample (22.1%) for an overall response rate of 22.6%. Although the response rate is too low to calculate sampling error accurately, we have no reason to believe that our sample is unrespresentative of daily newspaper top-level managers. The similar

response percentages from the six different job areas indicate that the sample is not weighted in favor of any particular kind of manager.

Women comprised a very small percentage of our sample, reflecting the way they are actually represented in the newspaper business.

To gain more information about the group of women newspaper managers, a telephone survey of 139 corporate and top- and middle-level women newspaper managers was conducted. The random sample was taken from the women managers listed in Editor & Publisher International Year Book, 1976. Respondents were interviewed by telephone about their personal and job-related characteristics, attitudes toward their jobs, their career aspirations and recommendations for others interested in management careers. The response rate to the telephone survey was higher than that to the mail survey (about 50% overall). The response rate across circulation groups varied for the telephone survey from 35.5% for the 25,001-50,000 circulation category to 75% for the 50,001-100,000 category.

Findings: Distribution of Women and Minorities in Management Positions

It came as no surprise to find that most (97.6%) top-level managers of daily newspapers in our sample were men. There were only 60 (about 2.4%) women out of 2,465 top-level managers from 433 daily newspapers. This is consistent with the results of a study reported in 1977, which found only 2.6% of the "directing editors" of daily newspapers with 40,000 circulation or more were women.[2] The figures clearly indicate that women are underrepresented in such positions, an observation reinforced when the figures are compared with data for other job categories in newspapers. The Equal Employment Opportunity Commission has reported that newspapers required to file employment data with the commission for 1975 (the most recent figures available) reported only 26.7% of all their

employees were women. That figure is inflated, however, by the large percentage of women (71.3%) employed as office and clerical workers. (See Table 3)

Using the personnel listings in the 1976 Editor & Publisher International Year Book, we analyzed the distribution of women in managerial positions in U.S. daily newspapers in terms of circulation and level of management.

At first glance the totals in Table 4 seem to indicate that smaller newspapers (those with less than 25,001 circulation) employ more women managers. That is true in absolute numbers, but it must be remembered that the smaller papers outnumber all other dailies by almost three to one.

Actually, the 1154 daily newspapers with less that 25,001 circulation employ about 1.1 women managers per newspaper; those papers with 25,001 to 50,000 circulation employ about .9 women managers per newspaper; those with 50,001 to 100,000 circulation employ about one women manager per newspaper; and those with more than 100,001 circulation employ about .8 women managers per newspaper.

In terms of women managers at all levels of management per newspaper, then, there are no meaningful differences between smaller and larger newspapers. All employ about one woman manager at some level per newspaper.

While there are not large differences in the distribution of women managers dependent on the size of the newspaper, some of the differences are of interest. For example, those newspapers with 25,001 to 50,000 circulation have the largest percentage of women, 35%, in corporate level management positions, whereas the largest papers employ only 18%-19% of their women managers at the corporate level.

Even though data from the Equal Employment Opportunity Commission indicate that minorities as well as women are underrepresented in positions of authority in newspapers (See Table 3), it was somewhat surprising to find that all of the

women and 99% of the men responding to our mail survey were white.[3] We, of course, could not determine racial identity from E & P Year Book listings. Thus we, cannot provide an analysis of the distribution of minorities in managerial positions, and so few respondents in our mail survey were from minority groups that we did not attempt any comparisons between races.

Findings: Characteristics of Managers

Personal Characteristics and Educational Backgrounds of Daily Newspaper Managers

The information on personal characteristics and educational backgrounds of men and women managers provided in Table 5 indicates there are interesting differences between the sexes. However, few of the differences are unexpected.

The men tend to be about five years older on the average (47.5 years versus about 42 for women) although the age ranges were substantial. (The men in the mail survey ranged in age from 24 to 75; the women in the mail survey from 23 to 62; and the women in the telephone survey from 19 to 72.)

In American society the "corporate wife" has been one of the credentials the male manager often offers, consciously or unconsciously, to his company. The male manager's wife has traditionally been viewed as the marriage partner who handles the business-related social responsibilities. Traditionally, she has also been the partner responsible for freeing the husband from all or almost all the non-business chores of daily life: child care, housework, food preparation, clothes care, and so on. (Canter, 1977)

The woman manager is not as likely to be able to offer the same kind of helpmate spouse. To begin with she is less likely to have a spouse. The women in our samples were more likely than the men to be single, divorced or separated. Those women who were currently married were more likely than the men to have a spouse working outside the home and more likely to have a spouse working as a manager or professional.

All of the married women in the telephone survey and 96% of the married women in the mail survey had a spouse working outside the home. In contrast, only 45% of the married men in the mail survey had a spouse who worked outside the home. Also, far more of the married women managers had spouses who are professionals or managers than did the married men managers (about 64% of the women in the two surveys versus 25% of the men).

Fewer women than men managers had children (about 56% versus about 90%).

We did not explore the role that parents play as models for their children, but we did find that women respondents to our surveys were more likely than men respondents to have a parent who was or is a professional or manager. Worth noting is the comparison between the parents of top-level women managers in our study and the parents of the 25 women corporate managers studied by Hennig and Jardim (p. 77, 1977). Fifty percent of the women in our study had fathers who were or are professionals or managers, and 26.2% had mothers who were or are professionals or managers. Henig and Jardim found in their study that while all of the women's fathers were either managers (88%) or professionals (12%), only one of the mothers worked outside the home (as a teacher). The other 24 mothers were housewives.

One of the most interesting and striking differences between men and women top-level managers responding to the mail survey was political affiliation. The men were much more likely to identify themselves as Republicans, the women as Democrats. Of those indicating party affiliation, 48% of the men versus 32% of the women said they were Republicans; 27% of the men versus 56% of the women said they were Democrats.

Former Vice President Spiro Agnew, among others, had suggested that the American News media are controlled by Jews. (Birmingham, 1976) Our findings on top-level daily newspaper managers do not support that view. In fact, we found

expressed religious identification, when compared with the expressed religious identification of the American population as a whole, was skewed in favor of Protestants.[4] Of those identifying their religious affiliations, 71.2% of the managers in the mail survey said they were Protestant (compared to 54.8% for the U.S. population); 24.5% said they were Catholic (compared to 36.8% for the U.S. population); and 2.6% said they were of Jewish faith (compared to 4.5% for the U. S. population).

In regards to educational background there were more differences between the women in the mail survey and the women in the telephone survey than between the men and women in the mail survey. This is not surprising, however, because the men and women in the mail survey were top-level (major department head or higher) managers, whereas the women in the telephone survey were drawn from all levels of management. Fifty-seven percent of the men and 52% of the women responding to the mail survey had a Bachelor's degree or more education; only 28% of the women responding to the telephone survey had comparable education. The mail survey respondents were more likely to have majored in business, the telephone survey respondents were more likely to have majored in journalism. Of those with some college, 36% of the men and 37% of the women in the mail survey majored in business, compared to only 14% of the women in the telephone survey. However, 43% of the women with some college in the telephone survey majored in journalism, whereas only 30% of the men and 21% of the women in the mail survey had done so.

If we were to draw a composite picture of the typical top-level manager of the daily newspaper in the United States, the picture would show that that manager was a white, Protestant, married man in his late 40s, with at least one child and a college degree.

Job-related Items

In constructing a profile of daily newspaper managers, we also looked at on the job and job-related activities, although not all questions were asked in both the mail and the telephone surveys.

We found few striking differences between men and women. As with education, there were more differences between the women in the mail survey and the women in the telephone survey than between the men and women in the mail survey.

The women responding to the mail survey said they spent about the same amount of time per week on the job and on job-related activities as the men in the mail survey did, more time than the women in the telephone survey. The differences in the average number of out-of-town trips in a month were small. About the same percentage of men and women in the mail survey worked for group-owned papers, and about the same percentage owned stock in their companies. (See Table 6)

We asked respondents to list their professional affiliations, realizing that many organizations have a specialized appeal to segments of the industry, for example, production, promotion, advertising, news-editorial, and so on, and that few have a general appeal.

State press associations were the organizations most frequently cited by all groups in our surveys. They were named by 25% of the men and 18.5% of the women in the mail survey and by 13.5% of the women in the telephone survey. The only other organizations named by more than 5% of any of the groups in our surveys were for the men, International Newspaper Advertising Executives (10.9%), the American Society of Newspaper Editors (9.0%) and the Society of Professional Journalists, Sigma Delta Chi (5.8%); for the women in the mail survey, the American Society of Newspaper Editors (11.1%) and the Society of Professional Journalists (7.4%); and for the women in the telephone survey, Women in

Communications, Inc. (9.5%), the Association of Newspaper Classified Managers, Inc. (8.1%), the International Newspaper Promotion Association (5.4%) and the Society of Professional Journalists (5.4%). Many other organizations were named by small numbers of respondents.

It is worth noting that only one woman in the mail survey and eight (10.8%) in the telephone survey named a national, media-related women's organization.[5] One woman in the telephone survey named the National Federation of Press Women; the other eight women named Women in Communications, Inc. Because our survey instruments were already long, we did not ask women about their perceptions of the value in professional terms of various organizations. We would expect, however, that it would be of some concern to national women's professional organizations that such a small percentage of these women managers were members.

Overall, 64% of the men and 41% of the women in the mail survey and 59% of the women in the telephone survey said they belonged to one or more professional organizations. This somewhat odd result is difficult to interpret. It could be a consequence of the small number of women in the mail survey; it could be that women moving up in management ranks see a greater need for affiliation with professional organizations. We cannot be sure.

So that we could learn something about women's opportunities for promotion, the respondents were asked to identify their immediate subordinates by job title, race, sex, and age. They were then asked if they left their present position for any reason, whether they would recommend promoting one of their subordinates. If a respondent said yes, he or she was asked to identify that individual by job title. From these questions we were able to learn that 67% of the women respondents and only 41% of the men respondents had one or more female subordinates. Of those with female subordinates who recommended one of their subordinates, only 12% of the men but 73% of the women recommended a female subordinate for his or her own job.

Job Satisfaction and Pay

A particularly controversial topic in our mail survey instruments was salary. We recognize there is a natural inclination for individuals to wish to preserve the privacy of salary information. There is also a general disinclination for businesses to make salary information known to the public, to their competition or to their own employees. We felt the risks in asking for the information about salaries was justified, however, because pay has been a major differential in the treatment of men and women, and the results of our study suggest that it continues to be. When we compared differences in pay with similarities in job satisfaction, we were inclined to believe that one of the consequences, if not one of the purposes, of policies maintaining secrecy was a continuation of discrimination in pay against women.

In our surveys the average levels of satisfaction with the overall job and with specific aspects of the job were very similar for men and women newspaper managers. Men seemed slightly more satisfied with the flexibility of their hours than did women, but none of the differences reported in Table 7 was significant.

The reported figures, however, indicate wide disparities in salaries for men and women newspaper managers, with women consistently receiving lower salaries, regardless of the size of the newspaper or their job area. On the average, the men responding to the mail survey received an annual salary of $33,566, the women just $19,097. (See Tables 8 and 9) Caution must be used in interpreting these average salaries as representative of the entire newspaper industry, however; these average salaries should be taken only for what they are--averages for the men and women newspaper managers who took the time to complete the mail questionnaire and who were willing to divulge their salaries.

Nevertheless, the consistency of these salary patterns across different circulation sizes and job areas of daily newspapers raises the possibility that these same salary inequities persist throughout much of the daily newspaper industry. It is very difficult to determine whether this is so because of the unwillingness of many newspapers to publish or release salary information.

The fact that women are as satisfied as men with their pay, yet are receiving substantially lower salaries (especially among the largest newspapers), may mean that they (1) do not know what their male colleagues are being paid and/or (2) feel that they are being paid well compared to other women. Whatever the case, our data suggest that the top-level women managers in our study are not paid nearly as well as the men, regardless of job area or size of newspaper.

Findings: Advice to Future Managers

For those who aspire to newspaper management positions, today's top-level managers, both men and women, give this advice. They should

1) obtain a college education which includes practical courses in journalism and business;

2) develop personality traits or skills that will enable them to move up --such traits or skills as getting along with others and taking risks; and

3) continue learning by taking advantage of on-the-job training programs and by acquainting themselves with all aspects of the newspaper business.

College Education

Nearly two-thirds of the respondents to the mail survey said they majored in journalism and/or business in college. When asked whether it was necessary for an individual who aspired to a top-level management position to obtain college training, 69.3% answered yes. However, a large number of

persons (163) stated that college training was not necessary for attaining such a position. More than one-half (55.9%) of those who said college education is essential recommended a business/journalism combination, with somewhat more emphasis on business as a major and journalism as a minor. In the telephone survey, 40.3% of those answering said it was important to get a college education in preparation for a job in newspaper management. Another 22.2% said that a practical education was important training for the job.

Asked to assess the value of specific courses offered within the business and journalism departments, the managers in the mail survey singled out business-related courses more often than they did courses in journalism. (See Table 10) There were no significant differences in the views of women and men executives. Respondents particularly stressed the importance of courses in management principles (66.9%), personnel management (55.3%), and newspaper production (50.2%).

Promotion Criteria

When the managers in the mail survey were asked what criteria were important when selecting someone for promotion to a position such as their own, they listed a variety (25 different criteria). Among those listed, the ability to work well with others, leadership, intelligence, job experience or expertise and the right kind of training for the job were found most frequently. The great number of criteria listed led us to believe that managers perceive that management-level jobs require a wide variety of personality traits as well as skills (See Table 11) and that a good manager is a composite of these traits.

Managers were also asked how important it was for an aspiring manager to learn about the various departments of a newspaper. At least 81% of the respondents in the mail survey said that it was important or very important to know about the operations of each of the divisions of the newspaper:

advertising, business office, circulation, news-editorial and production. (See Table 12) The managers in the mail survey are looking for persons who have a general knowledge of all phases of the newspaper business rather than a special knowledge of a particular department.

Problems for Women Managers

The telephone interviews were structured somewhat differently than the questionnaires for the mail survey. We made no attempt to mask our interest in the status, problems, and ideas of and attitudes towards women managers. Thus, our questions about women managers were more direct. The majority of the women (77.6%) told us that it was important for managers to take risks. Many felt that women often are unwilling to take on-the-job risks and this prevents them from moving into management-level jobs.

This group of women had some additional observations concerning the advancement of women. Most of them (82.6%) said they perceived no obstacles to newspaper management based upon sex, but more than one-half of them (52.2%) said that women work harder than men. A few women perceived differences in training opportunities for women and men (8.5%), in promotion criteria (23.1%) and in general treatment based on sex differences (27.0%).

Management Training

In the mail survey 39.1% of the respondents said that their newspapers offered some form of management training programs for interested persons at their newspapers. Respondents were asked to list the persons currently enrolled in such training programs by job title, race and sex. Eighty percent of those persons identified as management trainees were males, and 96% were white. If the present group of persons in training are to be the managers of tomorrow, the distribution of managers by race and sex will not change much from what it is today.

Conclusions

An analysis of information gathered from the Editor & Publisher International Year Book, 1976, from mail questionnaires completd by 558 top managers at 197 U.S. daily newspapers and from telephone interviews with 74 women in various levels of management at 67 U.S. daily newspapers led to these major conclusions and observations.

1) All daily newspapers, regardless of circulation size, employ about one woman manager per newspaper, on the average; and only about 2.4% of the top-level managers in the daily press are women. Such figures clearly indicate that women are underrepresented in managerial positions on U.S. daily newspapers.

2) There are some interesting differences in the personal characteristics of the men and women daily newspaper managers in our surveys. For example, the men managers were about five years older than the women managers; a larger percentage of men managers than women managers were married; a larger percentage of men than women managers had children; women managers were more likely than their male counterparts to have parents who were also managers; and the women were more likely to be Democrats, the men Republicans.

3) The composite picture of the typical top-level manager that emerges from our mail survey is that of a white, Protestant, married man in his late 40's with at least one child and a college degree.

4) There are few striking differences in job-related items for the men and women daily newspaper managers responding to our surveys.

5) Both men and women in our mail survey, on the average, were equally satisfied with their jobs overall and with various aspects of their jobs, including pay.

6) In spite of being as satisfied with their pay as men are, women responding to the mail survey received substantially lower salaries than men respondents, regardless of the size of the newspaper they worked for or their

particular job area.

7) Few of the women in the surveys were members of Women in Communications, Inc., or any other media-related women's organizations.

8) Included in the advice given to those who aspire to newspaper management jobs were the following recommendations: They should obtain a college education which includes practical courses in business and journalism; develop personality traits or skills that will enable them to move up--such traits or skills as getting along with others and taking risks; and continue learning by taking advantage of on-the-job training programs and by acquainting themselves with all aspects of the newspaper business.

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10) The results of the mail survey should not be generalized to all top-level newspaper managers because the response rate (about 22%), while not unusual for this type of survey, is too low for reliable conclusions about the universe of managers of daily newspapers.

The results of the telephone survey should be generalized only with extreme caution because of the small sample size and response rate (about 53%).

Notes

[1] This statement was repeatedly made by participants at the Conference on Women in Newspaper Management held at Indiana University, May 25-28, 1977.

[2] Media Report to Women, May 1, 1977, p. 5. These figures are based on the 227 cities with papers of 40,000 daily circulation or more.

[3] Respondents were asked to identify their immediate subordinates by job title, sex, race and age. In this group of subordinates, whites also constituted an overwhelming majority, 96.7%; 1.2% of the subordinates were black; 1.9% Spanish origin.

[4] Of the respondents to our study, 82.7% expressed a religious identification. Data for the U.S. population are drawn from U.S. Bureau of the Census, Statistical Abstract of the United States: 1976 (97th edition), Washington, D.C., 1976, p. 47. Percentage of Jews, Catholics, and Protestants in the U.S. population represent percentages of those reporting religious affiliation. (According to tables compiled by the Bureau of the Census, 62% of the population in 1976 reported such affiliation. That percentage has been fairly stable in recent years.)

As the bureau points out, the data in its tables on religious affiliations must be used cautiously because the bureau constructs its tables on the basis of information reported by religious bodies with memberships of 50,000 or more, and the bureau is not able to provide figures more recent than those for 1974. In addition, not all these groups follow the same calendar year or count membership in the same way.

[5] Three women in the telephone survey, but none in the mail survey named women's state press associations.

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TABLE 1

Description of Sample by Circulation for Mail Survey of Daily Newspaper Managers

Circulation	Number of Newspapers	Number of Newspapers Sampled	Responses (Number	(%)
Less than 25,001	1154	100	38	38.0%
25,001 - 50,000	207	100	46	46.0%
50,001 - 100,000	115	115	60	52.2%
100,000 and over	118	118	53	44.9%
TOTAL	1594	433	197	45.5%

TABLE 2

Description of Sample By Job Category for Mail Survey of Daily Newspaper Managers

Job Category	Number of Men and Women Sampled	Responses (Number)	(%)
Corporate, General Management, and Business	463	114	24.6%
Advertising	528	93	17.6%
Circulation	428	96	22.4%
Editorial	470	122	26.0%
Production	358	76	21.2%
Personnel or Promotion	218	49	22.5%
TOTAL	2465	550*	22.3%

*Does not total to 558 because eight answers were not clearly identifiable.

TABLE 3

Newspaper Employment Patterns in 1975

Newspapers[a] (692 units)	Total Employment	Officials and Managers[b]	Professionals	Technicians	Sales Workers	Office and Clerical Workers	Craft Workers	Operatives	Laborers	Service Workers
All Employees*	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Male	73.3	90.1	73.9	79.4	67.9	28.7	91.8	85.6	81.6	83.5
Female	26.7	9.9	26.1	20.6	32.1	71.3	8.2	14.4	18.4	16.5
White	91.4	96.2	96.2	93.6	93.2	89.5	95.2	87.6	80.3	60.6
Male	67.1	86.8	71.3	75.0	63.9	25.3	87.5	74.6	63.8	49.1
Female	24.3	9.4	24.9	18.7	29.3	64.3	7.6	12.9	16.5	11.5
Minority[c]	8.6	3.8	3.8	6.4	6.8	10.5	4.8	12.4	19.7	39.4
Male	6.2	3.2	2.6	4.5	4.0	3.4	4.3	10.9	17.8	34.4
Female	2.4	.6	1.2	1.9	2.8	7.0	.5	1.5	1.9	5.0

*All Employees =246,508

[a] Equal Employment Opportunity Commission, Equal Employment Opportunity Report--1975: Job Patterns for Minorities and Women in Private Industry. Data compiled from Vol. L(Washington, D.C.: U.S. Government Printing Office, 1977), p. 32. The data were drawn from EEO-1 reports, which in 1975 were required of every private employer subject to Title VII of the Civil Rights Act of 1964 (employers affecting commerce) and having 100 or more employees and of federal contractors having 50 or more employees and contracts of at least $50,000. The commission report does not include data from Hawaii.

[b] These are the standard job categories used by the Equal Employment Opportunity Commission on its reporting forms.

[c] Data on blacks, Asian Americans, Native Americans and Spanish origin Americans are combined in the category "minority." A breakdown of employment data into these groups is available in the Equal Employment Opportunity Report.

TABLE 4

Distribution of Women in Managerial Positions in the U.S. Daily Newspaper Industry by Circulation Size and Level of Management[a]

Circulation	Level of Management							
	Middle		Top		Corporate[c]		TOTAL	
	(Number)	(%)[b]	(Number)	(%)	(Number)	(%)	(Number)	(%)
Less than 25,001 (n=1154)	593	47%	348	28%	311	25%	1252	100%
25,001 - 50,000 (n=207)	101	52%	26	13%	68	35%	195	100%
50,001 - 100,000(n=115)	72	62%	23	20%	21	18%	116	100%
100,001 and over (n=118)	57	59%	21	22%	19	19%	97	100%
TOTAL	823		418		419		1660[d]	

[a]Data compiled from Editor & Publisher International Year Book, 1976.

[b]These percentages are calculated by dividing the number of women in each level of management and circulation group by the number of women managers in each circulation group. This is done to control for the widely differing numbers of smaller and larger newspapers. Therefore, each percentage represents the proportion of women managers in a given circulation group who are in a middle, top, or corporate management position.

[c]The telephone survey indicated that many women holding corporate titles were often in "name only." Therefore, these figures may be inflated.

[d]In all, women were listed in 1722 positions in the E & P Year Book, but 24 women occupied 86 positions.

TABLE 5

Personal Characteristics and Educational Backgrounds of Daily Newspaper Managers

Personal Characteristics and Educational Backgrounds	Top-level Managers		Corporate, Top- and Middle-level Managers
	Men (n=531)[a]	Women (n=27)[a]	Women (n=74)[a]
%Who Are White	98.9	100.0	----[b]
Average Age	47.5	42.1	41.8
Marital Status:			
%Married	92.3	74.1	65.7
%Single	4.3	11.1	17.1
%Divorced or Separated	2.5	14.8	12.9
%With One or More Children	90.1	59.0	54.0
%Whose Fathers Were/Are Professionals or Managers	41.5	50.1	46.4
%Whose Mothers Were/Are Professionals or Managers	13.6	26.2	17.7
%Whose Spouses Are Professionals or Managers	25.4	65.0	63.0
%Republicans	48.4	32.0	----[b]
%Democrats	27.4	56.0	----[b]
%Who Are Protestant	70.9	78.9	----[b]
Educational Backgrounds:			
%With Bachelor's Degree or More Education	56.8	52.1	27.9
%Of Those with Some College who majored in Journalism	29.5	21.1	42.9
%Of Those With Some College Who Majored in Business	36.0	36.8	14.3

[a]Because not all respondents answered every question, these totals vary from one characteristic to another

[b]Not asked in this survey.

TABLE 6

Job-related Items for Men and Women Newspaper Managers

Job-related Items	Top-level Managers (mail survey)		Corporate, Top- and Middle-level Managers (telephone survey)
	Men (n=531)[a]	Women (n=27)[a]	Women (n=74)[a]
Average Number of Hours on the Job per Week	47.0	45.4	41.6
Average Number of Additional Hours per Week on Job-related Activities	14.3	14.7	5.9
Average Number of Out-of-town Trips in a Month	1.8	1.5	1.2
%Who Belong to One or More Professional Organizations	64.0	40.7	47.3
%Employed by Group-owned Newspaper	58.3	55.6	----[b]
%Who Own Stock in Company	60.0	61.5	----[b]
%With a Female Superior	3.1	7.7	----[b]
%With One or More Female Subordinates	40.8	66.7	----[b]
%With Female Subordinate(s), Who Would Recommend Female Subordinate to Own Job	12.1	72.7	----[b]

[a]Because not all respondents answered every question, these totals vary from one characteristic to another.

[b]Not asked in this survey.

TABLE 7

Comparison of Job Satisfaction of
Men and Women Newspaper Managers

Satisfaction With:	Average Levels of Satisfaction for:		
	Men (mail survey) (n=531)[a]	Women (mail survey) (n=27)[a]	Women (telephone survey) (n=74)[a]
Overall Job (1=Very Dissatisfied, 7=Very Satisfied)	6.4	6.3	6.3
Pay (1=Not Satisfied, 5-Very Satisfied)[b]	3.8	4.0	3.4
Fringe Benefits	4.0	4.3	3.8
Freedom from Supervision	4.2	4.4	4.2
Organization Policies	3.9	3.6	3.7
Job Security	4.3	4.4	4.4
Chance to Get Ahead	4.0	3.9	3.7
Organization Prestige	4.2	4.1	4.3
Relations With Others	4.3	4.3	4.6
Flexibility of Hours	4.5	4.0	4.3

[a]This number varies somewhat from one job aspect to another.

[b]The 1-5 scale applies to all items in the table except "Overall Job."

TABLE 8

Comparison of Men and Women Newspaper Managers' Average Annual Salaries by Circulation Size of Daily Newspaper

Circulation	Top-Level Managers' Average Salaries			
	Men (mail survey)		Women (mail survey)	
	(n)	(Salary)	(n)	(Salary)
Less than 25,001	(47)	$20,386	(2)	$12,350
25,001 - 50,000	(68)	27,767	(5)	23,492
50,001 - 100,000	(8)	29,683	(5)	15,820
100,001 and over	(76)	52,300	(4)	30,750
TOTAL	(332)*	$33,566	(23)*	$19,097

*The various circulation group n's do not sum to the totals because several persons did not indicate the circulations of their newspapers but did indicate their salaries.

TABLE 9

Comparison of Men and Women Newspaper Managers' Average Annual Salaries by Job Area

Job Area	Top-Level Managers' Average Salaries			
	Men (mail survey)		Women (mail survey)	
	(n)	(Salary)	(n)	(Salary)
Corporate, General Management, and Business	(55)	$48,312	(2)	$29,250
Advertising	(62)	28,011	(3)	18,133
Circulation	(72)	31,375	(1)	4,160
Editorial	(68)	32,222	(5)	25,524
Production	(50)	25,827	(1)	6,300
Promotion/Personnel	(22)	22,148	(11)	17,113
TOTAL	(332)*	$33,566	(23)	$19,097

*The various job area n's do not sum to the overall total for men because three men who indicated their salaries did not indicate their job titles.

TABLE 10

Recommended Courses for Aspiring Newspaper Managers

Course	% Recommending Course*
Principles of Management	66.9%
Personnel Management	55.3
Newspaper Production	50.2
Labor Relations	45.2
Economics	42.0
Accounting	38.8
Advertising	38.4
Circulation	36.5
Editing	31.1
Press Law	29.4
Business Law	28.8
Reporting	28.6
Photography	19.4
Political Science	2.5
History	2.1

*Multiple Answers were acdeptable

TABLE 11

Promotion Criteria for a Top-Level Newspaper Manager's Position

Top 10 Listed Criteria	% Listing
Experience or Job Expertise	28.1%
Ability to Work Well With People	17.1
Necessary Training/Background	11.6
Intelligence	7.5
Leadership	5.9
Willingness to Work Hard	3.5
Ambition	3.3
Necessary Personal Qualities	3.3
Ability to Organize	3.3
Interest in the Job/Company	2.6

TABLE 12

The Importance for a Newspaper Manager of Knowing the Operations of the Departments of a Newspaper

Department	% Who Said It Important or Very Important to Know About Department
Advertising	88%
Business Office	81
Circulation	90
News-Editorial	83
Production	90